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TO : Director of Central Intelligence
FROM : Chairman, Career Service Committee
SUBJECT: Final Report of the Career Service Committee

1. **PROBLEM.** To devise a Career Service Program that identifies, develops, effectively uses and rewards individuals who have the skills required by CIA; motivates them towards rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who in spite of the Program fail to perform as effective members of the organization.
2. **ASSUMPTIONS.** It is assumed that:
 - a. Required skills can be identified through appropriate evaluation and selection devices.
 - b. Potential skills can be developed and maintained through appropriate supervision, training and duty rotation.
 - c. The skills of CIA personnel can be utilized most effectively through planned assignment of individuals to positions of progressively greater responsibility as their skills are developed to meet CIA requirements for those positions.
 - d. The experience of personal growth together with a personal identification with the objectives and operations of the Agency will stimulate maximum service among CIA personnel.
 - e. Aspirations of CIA personnel to a career with the Agency will depend on the extent to which their contributions are recognized by the Agency and on maintenance by the Agency of the best possible climate for work.
3. **DISCUSSION.** Tabs A through H present a Career Service Program which has been tailored to the needs of CIA by experienced members of the Agency. This Program is based upon techniques which have proven to be effective in private industry and other Government establishments.
4. **RECOMMENDATION.** It is recommended that you approve this report and authorize the Deputy Director (Administration) to implement the CIA Career Service Program.

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Chairman,
Career Service Committee.

Date

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Director of Central Intelligence

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